



**Transformational Leadership in Action:  
Using Safety Huddles to Enhance Patient Mobility  
and Drive Results**

on the journey to

**ZERO HARM**

# Presenters



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Program Manager Nurse Innovation  
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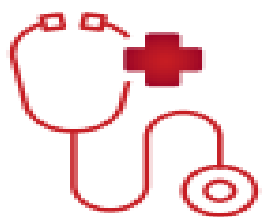
## **JULIA SKARBINKSI, MBA, BSN, RN**

CNO South Market  
System Director Clinical Loss  
Control/Risk  
University Hospitals Health Systems

# *Conflict of Interest*

We have no real or perceived conflicts of interest that relate to this presentation

# About University Hospitals Health System



**2<sup>nd</sup>**

largest healthcare employer in Ohio<sup>1</sup>



**7<sup>th</sup>**

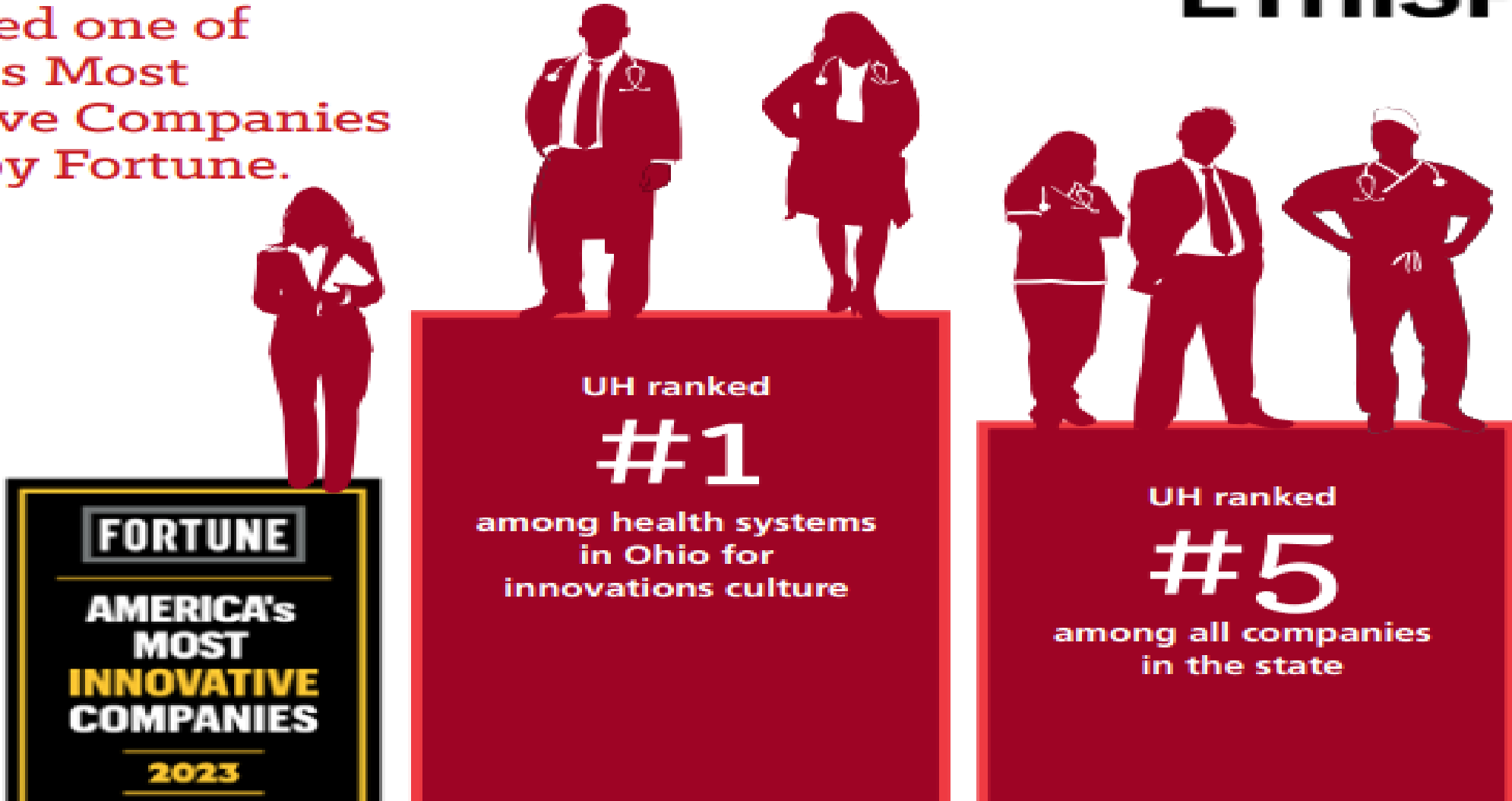
largest employer in the state of Ohio<sup>1</sup>

<sup>1</sup>2022 Ohio Department of Development Health Major Employers Report

UH named one of Ethisphere's **World's Most Ethical Companies** **12** times.



UH named one of **America's Most Innovative Companies** in 2023 by Fortune.



# *Learning Objectives*

Learn how transformational leadership drives the success of digital safety huddles in advancing patient mobility

Gain insights into creating an accountability system that uses huddles to standardize practices, track mobility metrics, and improve patient outcomes

Discuss leadership principles of Leading with Love, Pathway to Proven Performance

Present case study: Digital safety huddles in reducing patient harm using Human Centered Design

Discuss strategies to engage multidisciplinary teams in using real-time data to improve patient safety

# Living and Leading *with love*



*Proprietary & Confidential*

# The Path to Proven Performance

*the what and why*

## **BELIEVE**

**What:** ensure everyone is treated with respect and is empowered and resourced to do their job with dignity

**Why:** when employees connect to their purpose, organization performance increases by 40%

## **BELONG**

**What:** ensure every role and every site of care are involved in a process and have a voice on how to improve it.

**Why:** Innovation and learning flourish when we create a structure and culture that allows the free flow of ideas and when the culture honors all voices regardless of position.

## **BUILD**

**What:** A management system that tracks performance, shares transparently, and is centered on shared accountability

**Why:** good management and accountability matter and both are largely absent in healthcare today.



# Believing

*Leading with Love*



## Belief

Do you believe that you will need to transform to thrive in the future and do you believe in your ability to transform?

## Vision

What is your distinctive and inspiring vision of the future?  
What does 3 years look like?  
What about 5-10 years?

## Communication

How do you communicate that vision in a way that inspires and engages at all levels of your organization?

# Belonging

*Fractal Management*



## Structure

Does your platform for solving problems break siloes and ensure that everyone is able to connect and share ideas?

## Culture

Do you have a culture of inclusion and empowerment?

## Shared Accountability

Do leaders at all levels ensure that everyone understands what is expected of them and that they have the tools to succeed?

# Building

*OKRs*



## Capacity

Can you identify and deploy multidisciplinary and varied teams to develop and implement solutions?

## Process

Do you have a process for creating clear objectives and identifying the right interventions for achieving those objectives?

## Measure

Can you share results to help everyone understand if they are making progress on objectives?

# Values

## *for Transformation*



**I am humble, curious and  
compassionate**

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**I respect, appreciate and help  
others**

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**I am accountable to  
continuously improve myself,  
my organization, and my  
community**

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# Checklist for Creating A *fractal management system*

## Clarify & Connect

- Objectives and key results (OKRs) define what matters most
- Roles, expectations, and available resources are clear
- Forums for questions and feedback are accessible

## Communicate & Engage

- Report OKRs and progress via a digital solution that creates transparency
- Celebrate success & provide support where needed
- Identify and remove barriers

## Shared Accountability

- Higher level leaders first hold themselves accountable to create the environment for success
- Create escalating levels of oversight over time if goals are not met

”

*Change progresses at the speed  
of trust and trust grows when  
we do things with, rather than  
to others*

*Believing-*

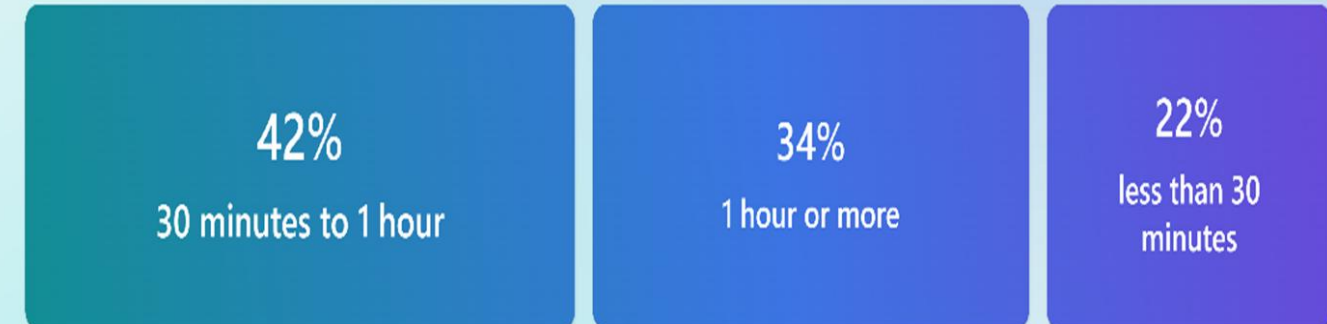
# Zero Harm

Hospital

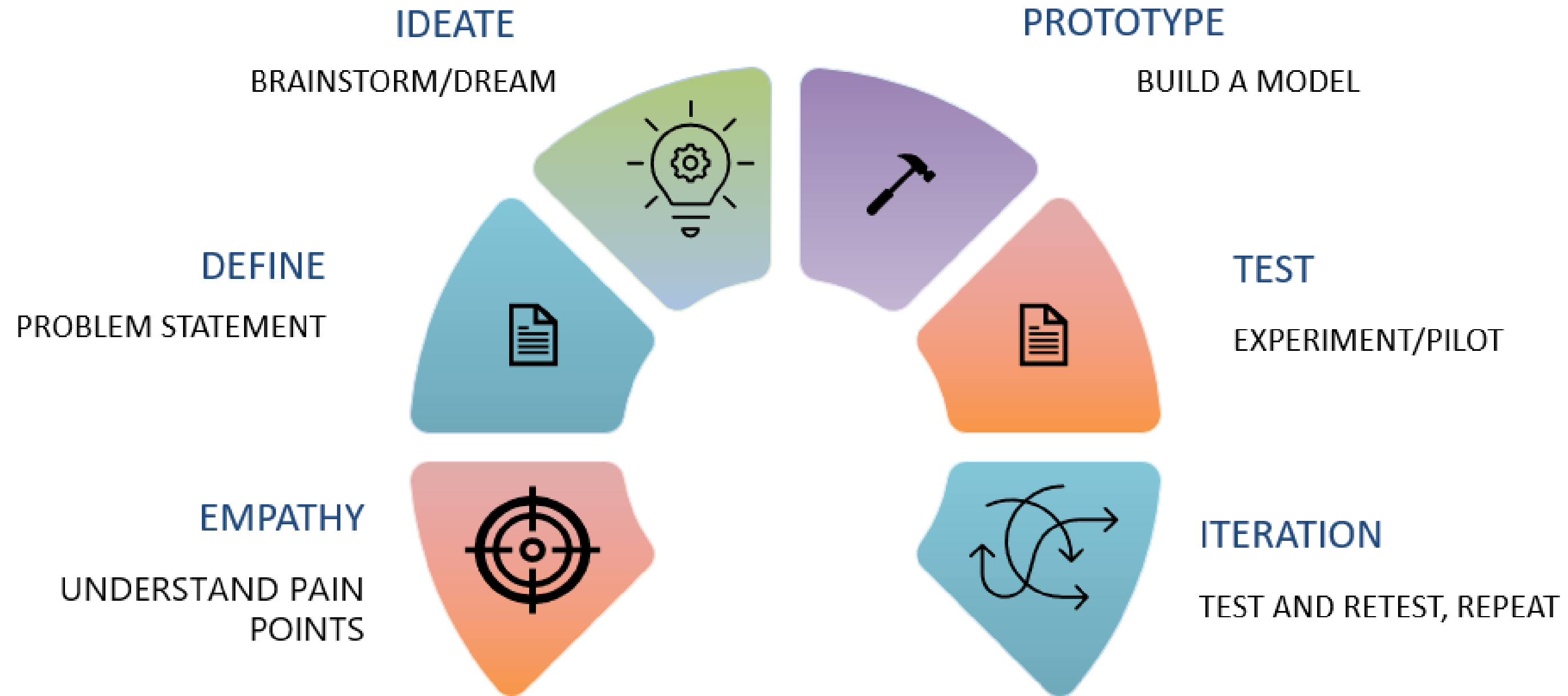
Healthcare harms too often, costs too much, and improves too slowly

Safety Huddle every day every shift—but patients still experience preventable harm!

On average, how much time do you spend daily reviewing patient's charts to follow up on quality or safety concerns?



# Belonging-Human Centered Design



# Safety Huddle

Be...	Patien...	W.	Viola...	Code...	CIWA	COWS	Delirium	Isolation	Infection	Fall Ris...	DVT Sc...	NV Res...	V Restr...	Ce...	C.	CHG B...	Vent O...	Bi...	Indwel...	Nursing...	Nursing...	Activity...	Activity (...)
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**DISPLAY BOARD**  
 Shows last time refreshed  
 Column blocks separated into columns  
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 Auto scroll enabled  
 Users unable to interact with display (no mouse or keyboard)

# *Building-the management system*

***DECLARE GOALS***

***CREATE ENABLING  
INFRASTRUCTURE***

***ENGAGE AND CONNECT***

***REPORT TRANSPARENTLY AND  
ENSURE ACCOUNTABILITY***

# The objectives & key results



## System Work Stream DRI Bi-Monthly Status Report

<b>System Work Stream</b>	<b>Mobility: Move to Heal</b>	<b>System DRIs:</b>	Julia Skarbinski	<b>Project Health Indicator</b>
<b>LTKR</b>	<b>Increase Daily Mobilization to 3 X daily and 75% to 80% Compliance by 12/31/25</b>		Karen Bitzer	<b>G</b> <b>Y</b> <b>R</b>
<b>Accomplishments/Progress since last meeting</b>		<b>Next Steps</b>		<b>Status</b>
<ul style="list-style-type: none"> <li>Identified work streams                             <ul style="list-style-type: none"> <li>Wall card compliance</li> <li>Goal compliance</li> <li>New Epic tiles/data for clinicians</li> </ul> </li> <li>Attended Kick off meeting                             <ul style="list-style-type: none"> <li>Kick off qtrly meeting completed March 2025</li> <li>Quarterly meetings plans for June, Sept, Dec</li> </ul> </li> <li>Drafted OKR                             <ul style="list-style-type: none"> <li>Complete</li> </ul> </li> <li>Identified Metrics                             <ul style="list-style-type: none"> <li>80% compliance to three times daily movement</li> </ul> </li> </ul>		Complete qtrly webinars in 2025 to set goals and review OKR		<b>G</b>
		Reach system compliance 77% 6/23		<b>G</b>
		Reach system compliance 78% by 9/30		<b>G</b>
		Complete assessment/new process for wall cards by October 31st		<b>G</b>
		Reach system compliance 80% by 12/31		<b>G</b>
		Open compliance to 90% 3 times per day for 2026		<b>G</b>
<b>Plan before next meeting</b>				
<ul style="list-style-type: none"> <li>Complete audit for wall cards</li> <li>Meet with facilities less than 80%</li> </ul>				
<b>Barriers &amp; Support Needed</b>				

### Run Chart Review for Data Update

Barrier/Issue Description	Current Update	Support Needed	Assigned To	Date Opened
Compliance with wall cards	In process to audit at each facility	No	Bitzer	1/30
Facilities not improving/ meeting goals	Meeting with individual leadership group	No	Skarbinski	1/30



# Culture Transformation

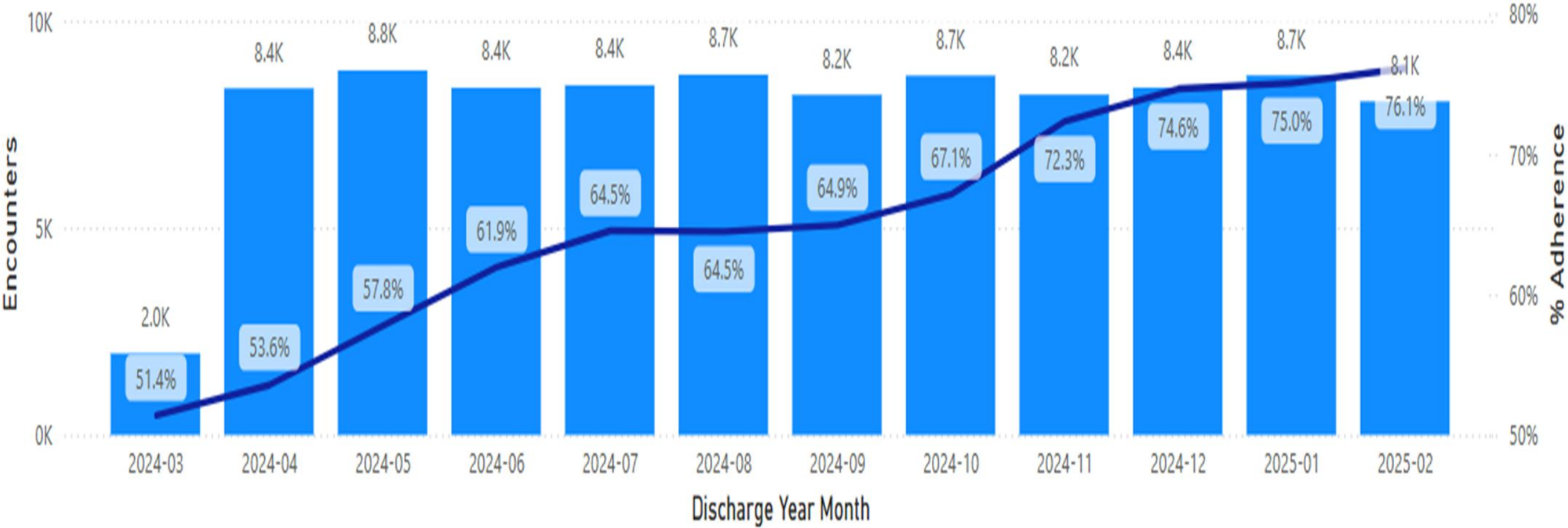


# The outcomes- Move to Heal System Rolling 12 Months

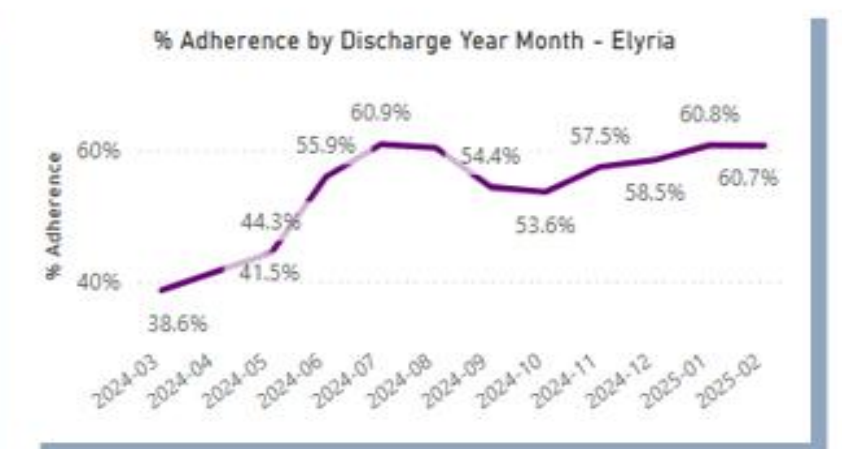
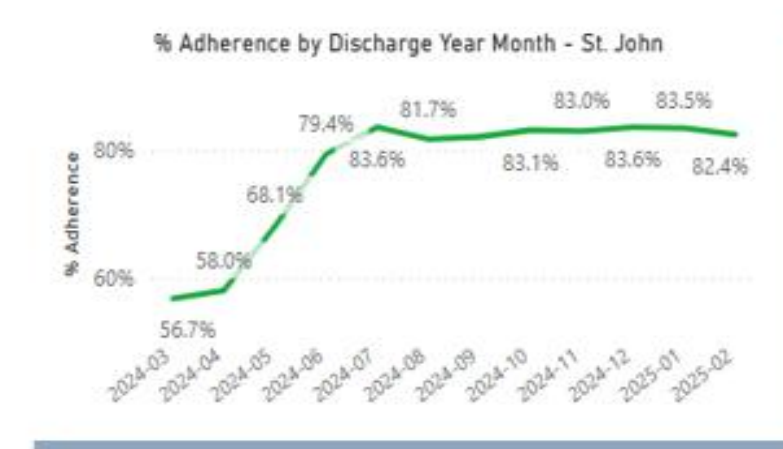
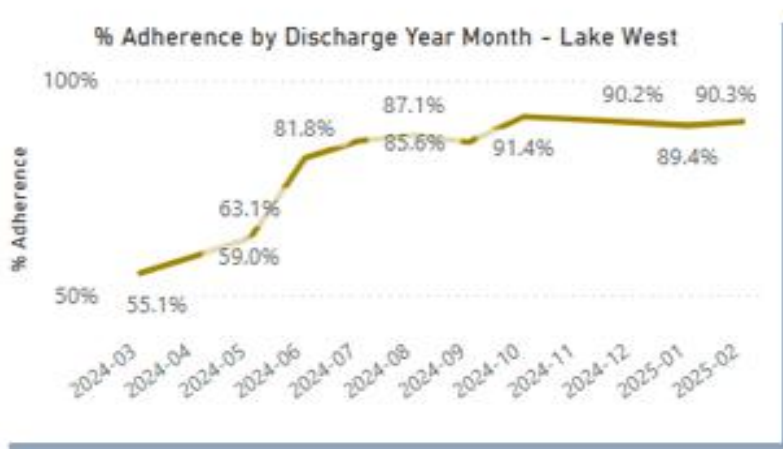
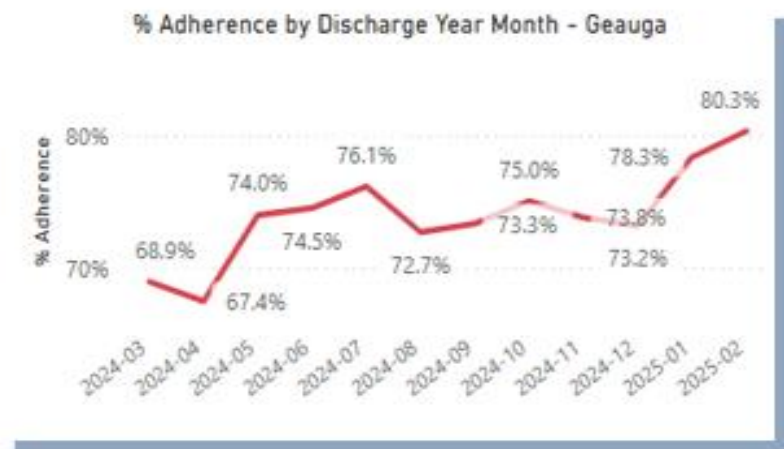
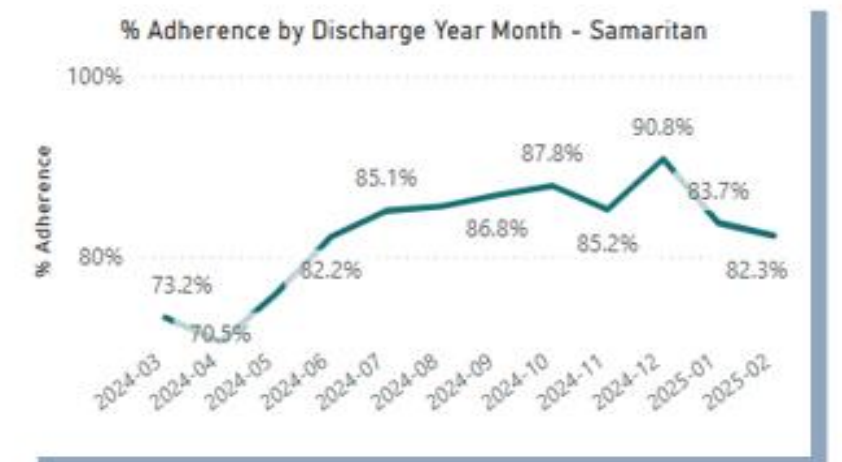
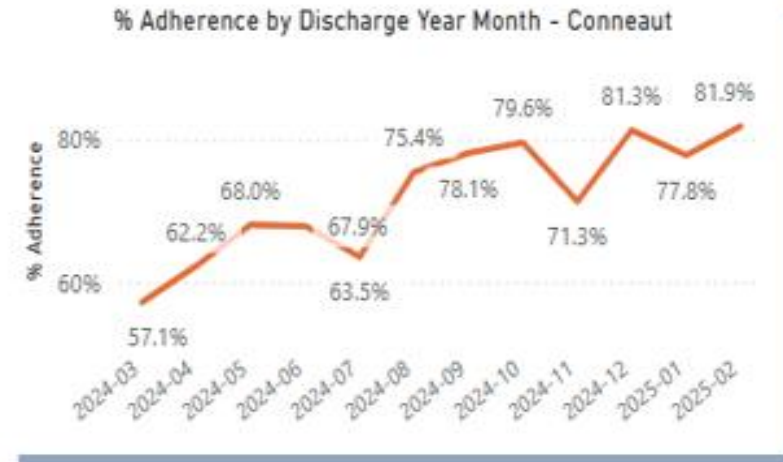
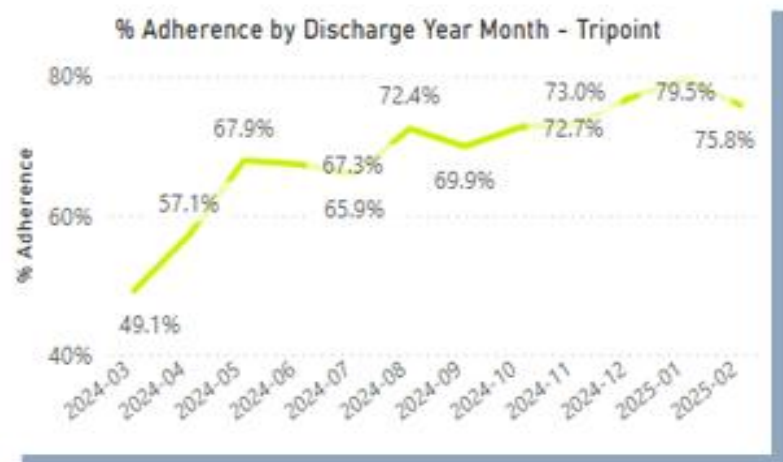
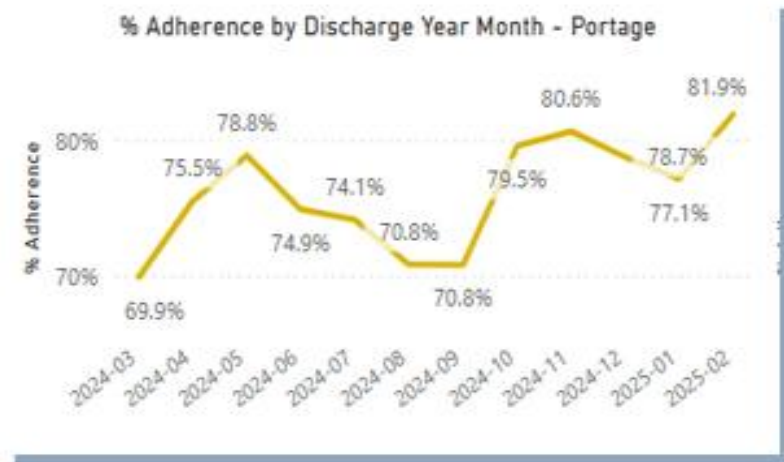
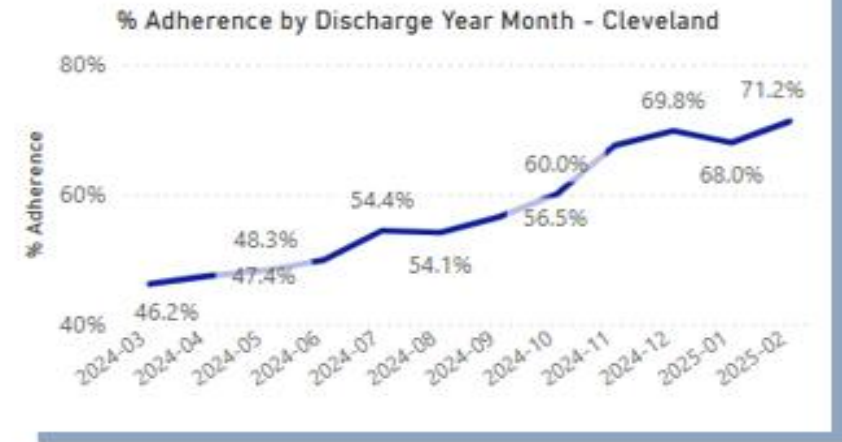
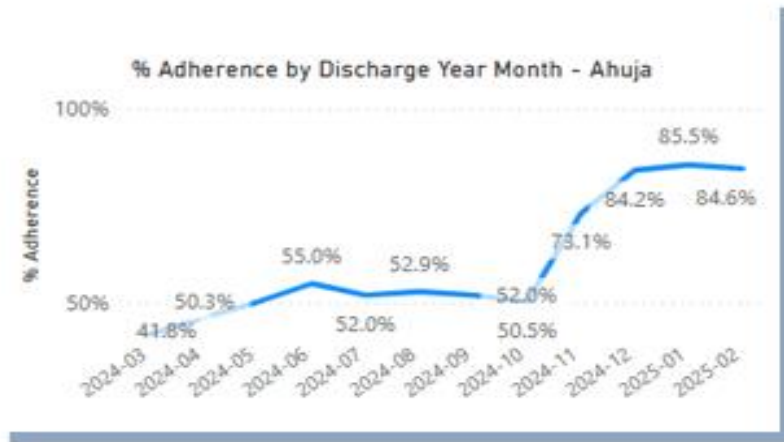
Facility: 
 Unit Name: 
 Disease Group: 
 Final MSDRG: 
 Discharge Month:

Encounters and % Adherence by Discharge Year Month - Complete Months

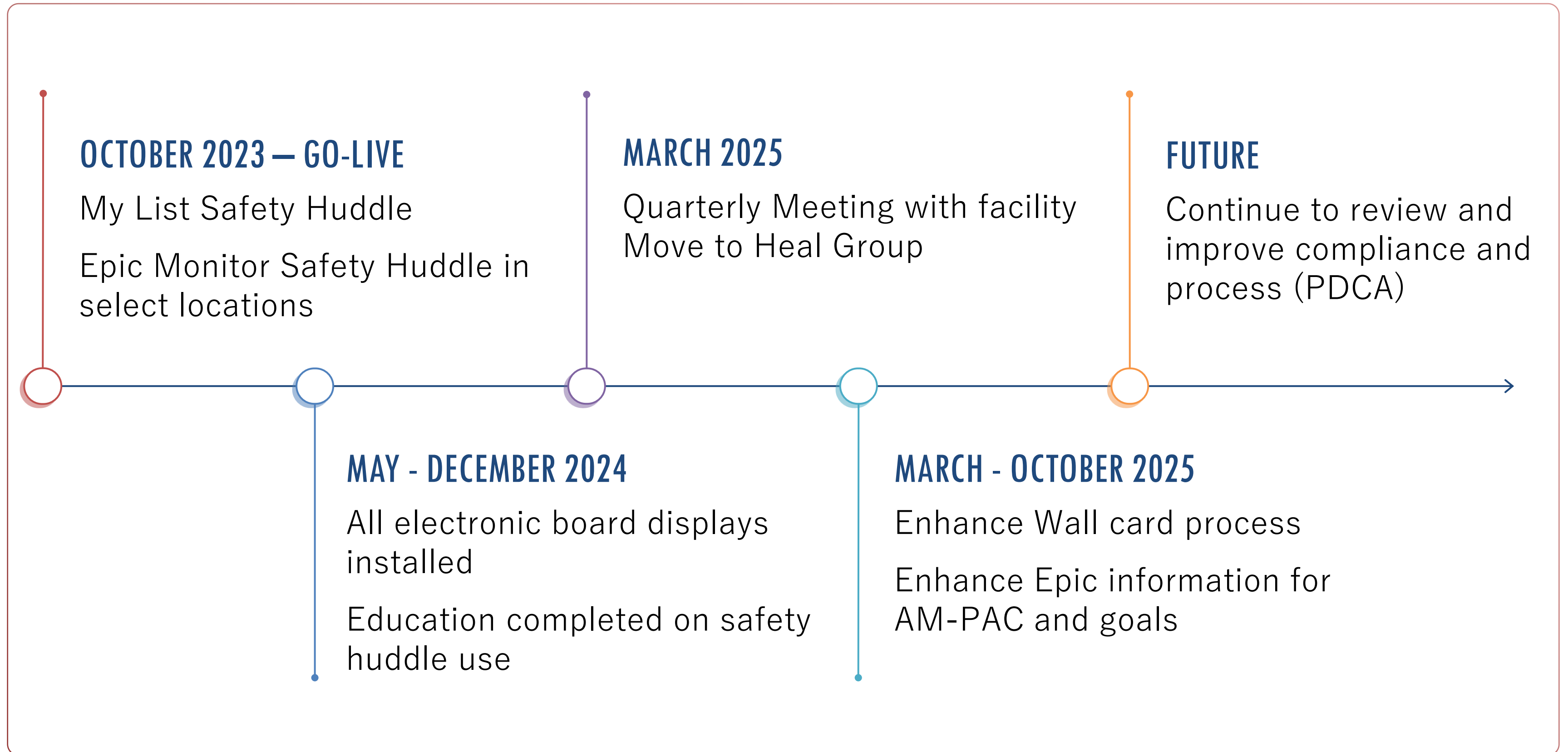
● Encounters ● % Adherence



# The outcomes- Move to Heal



# Timeline



# *Lessons Learned*

Encourage practice, process, and policy to be challenged and redesigned

Coach leaders in Human Centered Design Methodology

Constant iteration: validation that we are achieving outcomes with new solutions

Accountability at the local level with report outs quarterly

# Questions?



# *Thank You*

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